Service Plan

2006/07 – 2008/09

January 2006

First Peoples' Heritage, Language and Culture Council
(FPHLCC)

106-04276/

For more information about this document, contact:
Tracey Herbert
First Peoples' Heritage, Language and Culture Council (FPHLCC)
Lower Main, 31 Bastion Square
Victoria BC V8W 1J1
Tel: (250) 383-2126
Fax: (250) 383-2186
E-mail: info@fphlcc.ca
Website: www.fphlcc.ca

Library and Archives Canada Cataloguing in Publication Data
First Peoples' Heritage, Language & Culture Council.
Service plan. -- 2006/07/2008/09-

Annual.
Running title: First Peoples' Heritage, Language & Culture Council government service plan.
Continues: First Peoples' Heritage, Language & Culture Council. Government service plan.
ISSN 1718-1933 = Service plan (First Peoples' Heritage, Language & Culture Council)

1. First Peoples' Heritage, Language & Culture Council - Periodicals. 2. British Columbia - Cultural policy - Periodicals. 3. Native peoples - British Columbia - Intellectual life - Periodicals. 4. Native peoples - British Columbia - Languages - Periodicals. I. Title. II. Title: First Peoples' Heritage, Language & Culture Council ... service plan. III. Title: First Peoples' Heritage, Language & Culture Council government service plan.

E78.B9F57 353.7'089970711 C2005-960267-8

Note about language usage in this document
For the purposes of this document, "First Nations" is used in reference to registered on- and off-reserve and non-status individuals and organizations original to British Columbia, while "Aboriginal" is used in reference to all indigenous peoples in Canada, including First Nations, Inuit and Metis. FPHLCC programs, with the exception of the arts program, are developed specifically to support B.C. First Nations communities.

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Message From the Board Chair

January 2006

Honourable Minister Tom Christensen
Minister of Aboriginal Relations and Reconciliation
PO Box 9042 STN Provincial Government
Victoria B.C. V8W 9E2

Dear Minister Christensen:

On behalf of the Board of Directors of the First Peoples' Heritage, Language and Culture Council, I am pleased to submit our 2006/07 – 2008/09 Service Plan.

The FPHLCC was established in 1990 to support British Columbia First Nations communities and organizations in revitalizing local cultures and languages, and to provide leadership, support, and advice to the provincial government on how best to ensure the preservation of B.C.'s unique and rich First Nations cultures and languages.

Our work includes administering effective funding programs, conducting research, building capacity, tools, resources and partnerships, and visioning, planning, and providing support to First Nations communities, arts and language organizations, and to government.

We continue to maintain existing programs as well as expand services, especially in support of the grassroots work of our language and culture stakeholders. This past year we began implementing recommendations arising from our 2004 AADA (Aboriginal Arts Development Program) review. One of the resulting actions is a capacity-development initiative to provide increased workshops, consulting and partnerships to create opportunities for artists and arts groups to make strategic connections and gain key skills for their professional development.

Also in keeping with our goal to provide increased support and resources to our stakeholders, we have successfully completed a web-based Artist Tool Kit, and a comprehensive, web-based Language Tool Kit. These sites provide resources for a range of professional development activities, from proposal writing and portfolio development, to ongoing news and networking.

We have just completed a Language Program Needs Assessment—a review of provincial and federal Aboriginal language funding over the past five years, which includes an analysis of where monies are being spent, what projects have resulted, and recommendations for improving administrative practices so we can provide ongoing high-quality support for the First Nations language programs.

Finally, in cooperation with all the First Nations culture and language stakeholders in B.C., FPHLCC staff have been working hard to lay the groundwork for a thorough strategic planning process, and this February we will undertake a visioning session with a world-renowned expert in cultural mapping.

Our work to support First Nations languages is at a critical stage. We have a very tight window of opportunity. All of B.C.'s First Nations languages are "endangered" (with 1500 or less fluent speakers remaining). If we are to preserve our languages and cultural practices, we must act quickly. Our Elders are aging. Significant financial resources and capacity are needed immediately to meet this challenge.

We are encouraged by the positive working environment and commitment to revitalize and preserve First Nations languages and cultures expressed by Premier Campbell in his vision of a "New Relationship" with B.C.'s First Peoples, and we look forward to the opportunities and challenges we will address together.

Sincerely,

Tyrone McNeil
Chair, FPHLCC

ACCOUNTABILITY STATEMENT

The 2006/07 – 2008/09 FPHLCC Service Plan was prepared under my direction, in accordance with the Budget Transparency and Accountability Act. I am accountable for the contents of the plan, including the selection of performance measures and targets. The plan is consistent with the government's strategic priorities and overall Strategic Plan. All significant assumptions, policy decisions and identifiable risks (as of December 2005) have been considered in this plan. I am accountable for ensuring that the First Peoples' Heritage, Language and Culture Council achieves its specific objectives identified in the plan, and for measuring and reporting actual performance.

Tyrone McNeil
Chair, FPHLCC

About FPHLCC

OUR HISTORY AND MANDATE

The FPHLCC is a unique crown corporation. It was created by the government in 1990 to administer the First Peoples' Heritage, Language and Culture Program, with a mandate to:

- Provide funding to cultural and language programs
- Support and advise government on initiatives, programs and services related to First Nations heritage, language and culture
- Advise government on the preservation and fostering of First Nations languages and other aspects of cultural development of First Peoples throughout B.C.

OUR VISION AND MISSION

Our vision is one where "B.C. First Nations languages, cultures and arts are thriving, accessible and available to the First Nations of British Columbia, and the cultural knowledge expressed through First Nations languages, cultures and arts is recognized, valued and embraced by all citizens in B.C."

Our mission is to provide leadership in British Columbia for the revitalization of First Nations languages, culture and arts. Our role is to monitor the status of First Nations languages, cultures and arts, and to develop strategies which assist communities to recover and sustain their heritage. We serve our stakeholders by providing programs and initiatives for language revitalization and by providing arts and culture programs.

FPHLCC GOVERNANCE

Each of B.C.'s 24 Tribal Councils elects a representative to the FPHLCC Advisory Committee. Acting as liaisons, the Advisory Committee members relay information on FPHLCC programs and initiatives to their communities. The Advisory Committee members elect nine representatives to the governing Board of Directors, and three representatives appointed by the Ministry of Aboriginal Relations and Reconciliation from urban First Nations organizations, the First Nations business community, and the provincial government.

OUR ORGANIZATIONAL VALUES

Accountability: The Executive Director, Board and staff are directly accountable to our stakeholders and to First Nations in B.C.

Transparency: Program procedures and decisions will be open and transparent.

Results-based: Program delivery will be efficient and outcome-based.

Collaboration: Programs will be coordinated with other service providers and language groups to maximize benefits.

Integrity: All work will be done with an overriding focus on cultural integrity and honesty.

Inclusive: Language, art, and culture programs will be open to all qualified First Nations individuals and groups throughout B.C.

FPHLCC STAKEHOLDERS

- B.C. First Nations communities
- B.C. First Nations artists
- B.C. First Nations urban organizations
- Ministry of Aboriginal Relations and Reconciliation
- BC Arts Council
- Department of Canadian Heritage

FPHLCC KEY PARTNERS

- First Peoples' Cultural Foundation
- B.C. Arts Now
- Canada Council
- First Nations Education Steering Committee (FNESC)
- University of Victoria
- Vancouver Opera Company
- B.C. Caucus of Cultural Centres
- B.C. Aboriginal Head Start Program

FUNDING DELIVERED BY FPHLCC

The BC Language Initiative (BCLI)—Provincial / $600,000 annually
Funded through the First Citizens Fund. Supports projects to revitalize B.C. First Nations languages through documentation, language classes, immersion programs, material and curriculum development and promotion. First Nations communities and organizations are eligible to submit proposals.

The Aboriginal Languages Initiative (ALI)—Federal / $200,000 annually to B.C.*
Funded by the Department of Canadian Heritage. Funds are distributed through the Assembly of First Nations and then to provincial and territorial delivery organizations. Funds support community and regional projects which maintain, revitalize and promote Aboriginal languages.
NOTE: *This federal program ends in 2005/06. We anticipate a replacement program which will continue to provide federal funding for aboriginal languages, however there are no details available at this time.*

The Aboriginal Arts Development Awards Program (AADA)—Provincial; available funds varies—$370,000 for 2006 (combined funds from BC Arts Council and Arts Now partners). This year, funds are being distributed to projects that support the creative or professional development of emerging Aboriginal artists and/or the sharing of traditional arts skills and knowledge, and are focused on arts organizations.

Our Strategic Context

KEY CHALLENGES

- ***An extremely limited window of opportunity for effective action.*** Due to the rapid decline in the number of fluent speakers of First Nations languages in B.C., this is the most critical and urgent challenge facing our organization. For example, in the X_aadaa Kil language, only 30 fluent speakers remain, and their average age is 78 years.

- ***Quantity and diversity of First Nations languages and cultures in B.C.*** We have 40 distinct languages in our province (compared to 60 languages in all of Canada's other provinces and territories combined). There are thousands of endangered cultural practices and traditional art forms unique to British Columbia and found nowhere else in the world.

- ***Insufficient funding to meet urgent needs for language and cultural revitalization at local, language group, and provincial levels.*** From 2000 - 2005, FPHLCC received requests for $10 million in funding, but had only $4 million to disburse.

- ***Inequities in allocation of federal funding for Aboriginal language initiatives.*** B.C. has 60% of Canada's Aboriginal languages, but to date has received only 10% of total national funding.

- ***Other high-priority needs in First Nations communities, and limited resources.*** Socio-economic issues such as health, education and treaty issues compete with culture and language for limited human and financial resources.

- ***Increasing demands on FPHLCC staff and programs.*** Expectations are high and being able to maintain acceptable service levels is an ongoing challenge. A second, ongoing challenge is how to balance the needs for provincial administrative infrastructure and the need to distribute funds directly to communities.

KEY OPPORTUNITIES

- ***Use of technology for recording and preserving cultural and language knowledge.*** Increased usability and availability of technology (especially computers, software, and the internet) has made recording and archiving of cultural knowledge accessible and efficient for even the smallest of communities. The internet makes it possible to share cultural knowledge with community members, even if they are geographically distant.

- ***Increasing numbers of First Nations individuals and organizations with skills and experience in First Nations arts, language and culture revitalization who can provide role models, leadership and technical expertise***. These individuals and organizations are our partners and can lead and support cultural and language revitalization in their communities.

- ***A positive working environment for collaboration between First Nations and the B.C. government***. Premier Campbell's declared firm commitment to work with B.C. First Nations to revitalize culture and preserve languages encourages an atmosphere of trust and cooperation—the foundation for successful joint action.

- ***Possibilities for increased collaboration and partnerships with diverse stakeholders and partners***. FPHLCC has the experience and skills to facilitate cooperation and coordination of the many stakeholders and partners, and to provide leadership for developing long-term and comprehensive strategies for B.C. First Nations culture and language revitalization.

- ***The 2010 Olympics***. There is great potential for the First Nations Olympic Participation Committee to support First Nations arts, culture and language initiatives in order to feature and celebrate the diversity of BC's First Peoples to a worldwide audience during the Olympic Games. There is a further opportunity for FPHLCC to support legacies created by the games long after the games are over.

- ***Potential to lead at national and international levels by modeling innovation and best practices in culture and language revitalization*** through continued reflection and analysis on past efforts, and through actively seeking strategic partnerships and conceiving of and delivering effective programs and resources.

SUMMARY

While a number of opportunities exist, increased funding is urgently needed to meet identified needs within the short window of time available for effective action. This is especially true for language preservation and revitalization, which is dependent on a knowledge transfer from Elders, who are ageing and will very soon be no longer with us. Already eight of B.C.'s 40 First Nations languages are extinct—there are no remaining fluent speakers. The other 32 languages are endangered and time is running out.

FPHLCC Goals, Objectives Strategies and Targets

GOAL

FPHLCC's goal is to provide leadership and support to assist B.C. First Nations communities in realizing their visions for the revitalization of their arts, culture and languages—so that the wealth of B.C. First Nations arts, culture and languages is preserved, accessible, recognized and valued.

OBJECTIVES

1. Create awareness of issues relevant to First Nations language, arts and culture in B.C.

2. Deliver funding, and develop and distribute tools and resources to B.C. First Nations communities to support their efforts to revitalize their arts, culture and languages.

3. Secure sustainable and stable funding for the revitalization of First Nations arts, cultures and languages in B.C.

4. Raise the profile of FPHLCC to enhance opportunities for leadership, partnering and collaboration to meet our goal.

5. Further develop FPHLCC as a strategic, results-based organization.

OBJECTIVE 1

Create awareness of issues relevant to First Nations language, arts and culture in B.C.

Strategies

1. Research, collect, and distribute data to raise awareness about the current state of First Nations languages in B.C.

2. Promote and celebrate First Nations language, arts and culture in B.C. through collaboration and through promotional and educational events.

Performance Measures	Targets
Availability and distribution of research and information on the state of First Nations arts, culture and languages in B.C.	• Increase in available and distributed research findings over the 3-year period. • Maintenance of information tools such as FPHLCC quarterly newsletter. • Ongoing updates of web site with new information and links.
Level of collaboration with other organizations and level of participation at local, regional, national and international conferences and events.	• Continued collaboration with FNESC to offer annual B.C. Regional Languages conference. • 2006/07 FPHLCC host of Aboriginal Artists Conference. • Increase in FPHLCC-initiated educational and promotional events. • Increase in FPHLCC participation in additional conferences and events—local, regional, national and international.

OBJECTIVE 2

Deliver funding, and develop and make available tools and resources to B.C. First Nations communities and organizations to support the revitalization of B.C. First Nations arts, culture and languages

Strategies:

1. Provide arts, culture and language program funding to First Nations communities and organizations in B.C.

2. Develop and distribute community development tools and resources to help First Nations communities in B.C. develop and implement long-term plans for sustainable arts, culture and language revitalization.

Performance Measures	Targets
Number of applicants for language, arts, and culture funding.	Increase in number of applicants.
Number of B.C. First Nations communities and individuals directly benefiting from funded arts, culture and language projects.	Increase in number of B.C. First Nations communities and individuals benefiting from funded arts, culture and language projects.
Number of B.C. First Nations communities with their own language resources.	Increase in number of B.C. First Nations communities with resources in their own language.
Number of capacity-building tools or activities for B.C. First Nations individuals and organizations engaged in arts, culture, and language revitalization.	Increase in number of FPHLCC-developed capacity-building activities and resources.

Performance Measures	Targets
Number of opportunities for B.C. First Nations language groups to work collaboratively, and number of language groups who are working collaboratively.	• Increase in number of opportunities for language groups to work collaboratively. • Increase in number of language groups who are working together.
Number of B.C. First Nations language groups with long-term plans for language revitalization.	Increase in number of First Nations language groups with long-term plans for language revitalization.
Usage statistics for arts, culture and language revitalization tools and resources.	Increase in usage statistics.
Implementation of AADA Review recommendations.	By end of 2008/09 or sooner, all AADA recommendations implemented.
Implementation of Language Program Review recommendations.	By end of 2008/09 or sooner, all Language Program Review recommendations implemented.
Feedback on quality of resources developed.	30% of resource evaluations returned.
Policies and programs in place to address suggestions made by stakeholders.	• Annual update of B.C. Strategic Plan for Languages. • Annual review of FPHLCC policies with attention to stakeholder recommendations.

OBJECTIVE 3

Secure sustainable and stable funding for the revitalization of First Nations arts, cultures and languages in B.C.

Strategies:

1. Continue to seek opportunities to leverage funding for arts, culture and language initiatives.

2. Initiate language and cultural revitalization opportunities to cost-share on initiatives that benefit First Nations communities and maximize resources with stakeholders and communities of interest.

Performance Measures	Targets
Number of proposals submitted.	Increase in proposals submitted.
Number of cost-sharing projects with partners.	Increase level of cost-sharing projects with partners.
Completion of Feasibility Study for capital plan.	2006/07 Feasibility Study completed.

OBJECTIVE 4

Raise the profile of FPHLCC to increase opportunities for leadership, partnering and collaboration

Strategies:

1. Increase provincial government familiarity with FPHLCC as the go-to organization in B.C. for information, services, and advice related to First Nations arts, culture and language issues.

2. Increase familiarity among First Nations communities, organizations and regional First Nations governance representatives with FPHLCC as the go-to organization for information, services, and advice related to First Nations arts, culture and language issues.

Performance Measures	Targets
Advisory Committee membership and Board activity promoting FPHLCC in their communities.	Increase in number of resources for Advisory Committee and Board to use in promoting FPHLCC and its programs.
Advisory Committee and Board reporting to Tribal Councils.	Quarterly or bi-annual reports to Tribal Councils, articles developed for Tribal Council newsletter, and participation at Tribal Council AGMs.
Frequency of reporting to provincial First Nations stakeholders.	Increase in presentations to artists organizations, UBCI, FN Summit, AFN, language and education conferences.
Distribution of current information publications (newsletter, Government Service Plan, Annual Plan).	Increase in distribution of current FPHLCC information publications.
Number of contacts, requests, and collaborative projects with government staff, agencies and ministries.	Increase in number of contacts, requests, and collaborative projects.

OBJECTIVE 5

Further develop FPHLCC as a strategic, results-based organization

Strategy:

Incorporate professional administrative practices which continually evaluate and improve business processes.

Performance Measures	Targets
Reporting for contracts and contributions.	All financial and narrative reporting requirements met.
Standing with funders.	Continued good standing with funders.
Feedback collection and analysis.	• Ongoing collection of client feedback through needs assessments, focus groups, written reports, and through the Advisory Committee. • Annual review of feedback.
Turnaround time for MOU and reporting.	Improved turnaround times.

FPHLCC Summary Financial Outlook

	2006/07 (forecast)	2007/08 (forecast)	2008/09 (forecast)
Major Sources of Revenue			
Provincial Government	1,000,000	1,000,000	1,000,000
Department of Canadian Heritage	0	0	0
BC Arts Council	270,000	270,000	270,000
Arts Now	200,000	200,000	200,000
Canada Council	30,000	30,000	30,000
Total Revenue	*1,500,000*	*1,500,000*	*1,500,000*
Major Sources of Expenses			
Language Program Grants	600,000	600,000	TBA
Art and Culture Program Grants	370,000	370,000	TBA
Arts Outreach	100,000	100,000	TBA
Administration	430,000	430,000	TBA
Total Expenses	*1,500,000*	*1,500,000*	*TBA*
Operating Income (Loss)	-	-	-
Net Income (Loss)	-	-	-
FTEs			
Arts	1.85	1.85	-
Language	1	1	-
Administration	3	3	-

Appendix

PERFORMANCE MANAGEMENT SYSTEMS

FPHLCC employs a number of strategies and tools to measure performance and to provide feedback on service delivery. These include:

Formal Program Reviews

Conducted by independent experts, using data collected from program applicants, needs assessments, focus groups, individual applicant interviews, Peer review committee recommendations and interviews and review of PRC process. Policy review committee reviews Board, administration and program polices annually.

Ongoing Feedback From FPHLCC Advisory Committee

Advisory Committee representatives from all B.C. Tribal Councils, and a representative from the FNESC meet at FPHLCC's Annual General Meeting. The Board of Directors present the FPHLCC Annual Report and the Advisory Committee members provide feedback on the administration and delivery of FPHLCC programs in their territories. The Advisory Committee also advises the Board on policy development.

Collection and Analysis of Statistics on Client Use of Services

FPHLCC collects statistics to evaluate usage and effectiveness of programming. These include funding application statistics, needs assessments, web site hits, and documentation of contacts and referrals by staff.

Focus Groups

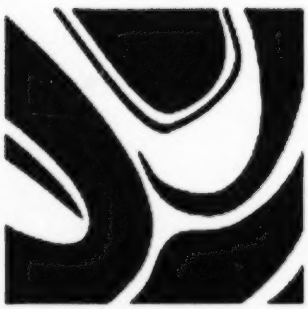
FPHLCC seeks input from focus groups to provide feedback on new resources and on service delivery.

Online Data Collection

FPHLCC tracks usage and collects feedback online through website hits, forums and blogs. A Map of B.C. First Nations Languages in development will house data on language group statistic by 2007.

Annual Performance Reviews

The FPHLCC Board reports to the FPHLCC Advisory Committee at the AGM and gathers feedback. Management and staff undergo an annual formal review process and there is an annual Board evaluation process.



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